

Assignment Title: Problem solving and decision making

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Task 2 - Individual Report

Introduction

Modern business environment is complex and dynamic. It comes up with changes and problems. Therefore, modern organizations must face diverse problems and take proper steps to solve these. Apart from that, problem solving is the process of identifying problem, analyzing the problem and its various alternatives, and coming up with the best alternative/s. Similarly, decision making is the process of identifying proper decision/s, collecting and analyzing relevant data to the decision/s, and lastly, coming up with or making the best decision based on the analysis. However, the aim of the report is to identify a work-based problem, proposing solutions to the problem, and evaluating the solutions proposed through applying appropriate decision making and problem solving tools or techniques. In this report the work-based problem “interpersonal conflict” will be solved through applying problem-solving tools and techniques.

Define the problem

Interpersonal conflict is a common and complex workplace problem faced by the modern organizations across the globe. From organizational perspectives, interpersonal conflict refers to any type of conflict among or between employees which might derive from job, carrying out responsibilities or from any personal aspects. The interpersonal conflict in organizational level might be different from that of out of organization (Gross and Zimmerman, 2017). In case of interpersonal conflict in organizations or workplaces, most of the conflicts take place among or between employees which are regarding duties and responsibilities. While on the other hand, in case of interpersonal conflict out of organizations most of the conflict take place due to personal reasons. In workplaces or organizations interpersonal conflict takes places in teams, among or between colleagues of same departments, and between management and employees. Interpersonal conflict is a short-term problem that can be solved with simple steps with within no time. But, in many organizations interpersonal conflict might be a long-term conflict that might lead serious workplaces problems and such examples are commonly available mostly in government organizations. There have many ways through which interpersonal conflict takes place such as- negligence of employees or colleagues in carrying out responsibilities,

influencing other colleagues, committing corruption and illegal activities, discriminating colleagues, showing passivity in teamwork, and so on.

Its scope and impact

Interpersonal conflict can be considered a pervasive and non-pervasive problem. In most of the modern organizations interpersonal conflict is not a pervasive and serious problem but, in some organizations, this is a serious and pervasive problem. The problem includes almost all in serious cases such as management, top level employees and lower-level employees. Such conflict might lead in some cases organizational failure. If an organization takes immediate and proper steps such as problem can be solved easily but, in case of inactive roles of the organization this problem might be wide or pervasive (Dana, 2012). The problem is both a short-term and long-term problem and it depends on contexts of an organization, activeness and inactiveness of the organization and many other aspects. In extreme cases the problem not only impacts employees or parties involved but also the entire organization. A company might be impacted in three ways by this problem such as financially, operationally, and socially. Such as- due to interpersonal conflict employees might not work properly or they lose motivation which impact the overall performance of an organization therefore, an organization might lose profit; due to interpersonal conflict operational activities and management activities of a company turn difficult; and overall performance of an organization might be impacted by interpersonal conflict such as- quality, relationships among or between organization and employees, relationships of employees, reputation of the organization, brand image and other aspects also might be impacted negatively.

Analysis of the organizations and problem

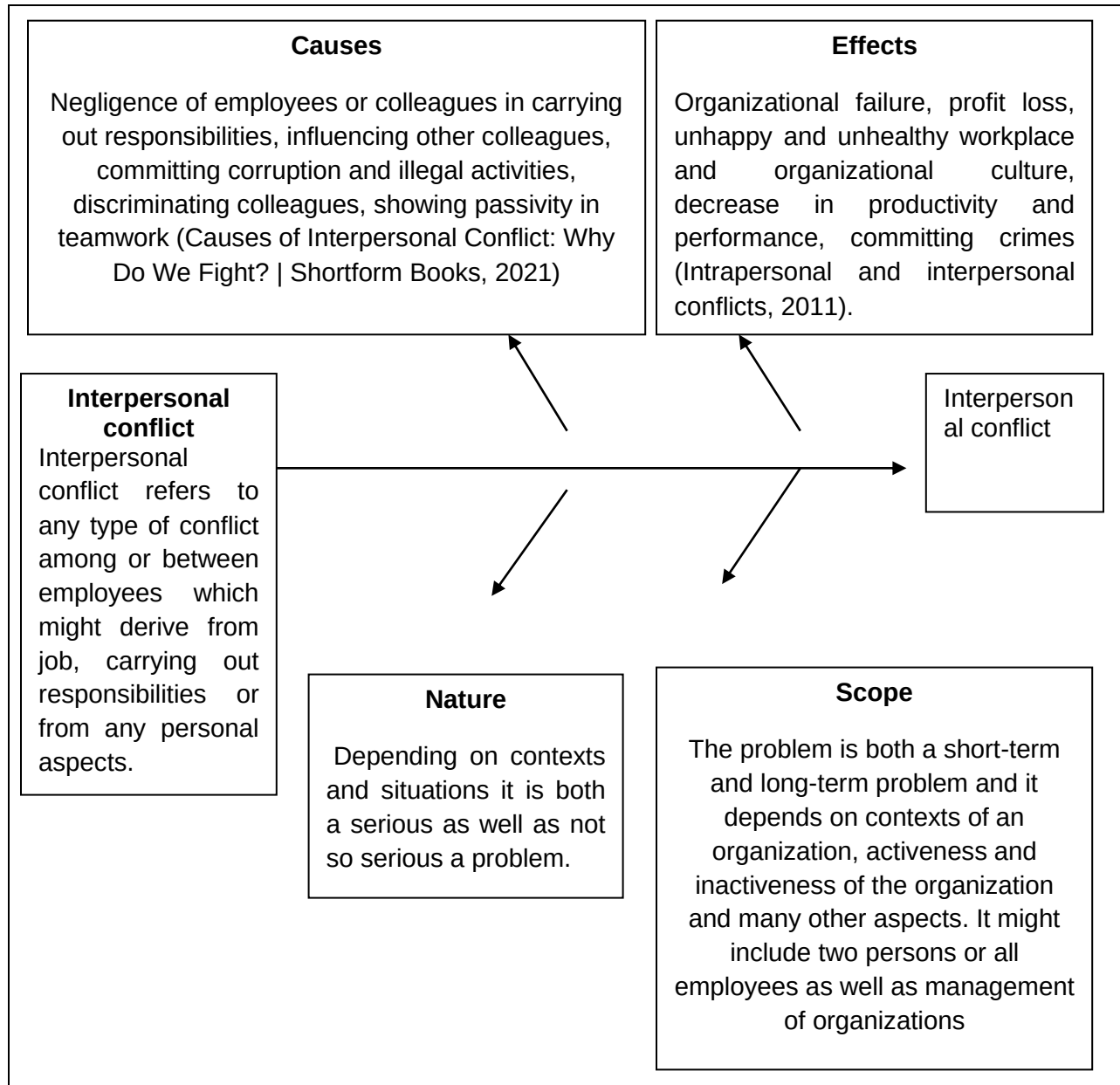
Already it has been mentioned that interpersonal conflict problem varies from organization to organization, and the problem might take different turn based on contexts, situations, environment of organizations and other aspects (Managing interpersonal conflict, 2019). The problem is completely dependent on organizations that means how organizations are going to deal with the problem. The dealing capability is everything in case of solving or dealing with interpersonal conflict problem. However, the problem can be analyzed along with organizations through SWOT analysis tool and Ishikawa diagram. These are as follows-

Strengths	Weaknesses
• Might impact the overall performance of organizations	• Generally interpersonal conflict is confined among or between employees, so it might

• In extreme cases it might be the reasons of failure to achieve organizational goals and objectives • It might result in long-term crisis and problems in organizations • Interpersonal conflict might make an organization inactive or fail organization.	• not impact organizations • Organizations with proper and immediate steps might solve it quickly
Threats	Opportunities
• Employee turnover is the biggest threat driven by this problem	• Installation of Artificial intelligence is the permanent solution to this problem which will replace the human labors and thus, solve the problem (Pearce, 2011) • Proper management, set standards, strict organizational rules and regulations can solve this problem easily.

Ishikawa diagram on Interpersonal conflict

Interpersonal conflict can be further analyzed through Ishikawa diagram which has been demonstrated in the following-



Propose alternative solutions

As interpersonal conflict can be solved immediately with proper steps therefore, a company should do so. If a company doesn't solve this problem immediately, it might spread like a virus within the company and engulf the entire company. Taking into consideration the seriousness of the problem some steps or alternatives can be thought or undertaken. It is hoped that interpersonal conflict could be solved or eliminated permanently through the steps below-

Talking it out: While interpersonal conflict problem will be found in organizations the first step of managers and other relevant to talk it out. Talking it out means sitting with employees, finding out the reasons behind the problem, and provide all types of options or coming up with proper steps that can solve the problem (Interpersonal Conflict: What It Is and How to Resolve It, 2021).

Showing empathy: The second and most important step in case of solving interpersonal conflict is to showing empathy or sympathy towards one another or each other. Employees should practice showing sympathy or empathy towards one another on any aspect as if conflicts don't take place.

Plan or think it out: There must have individuals in organizations that will think about problems of employees, plan and come up with solutions to the problems of employees etc. The individuals might be from Human Resource management department or others. Proper planning and steps can solve this problem.

Working on communication skills: Interpersonal conflict can be solved through communication skills (Interpersonal Conflict: What It Is and How to resolve it, 2021). In case of solving interpersonal conflict problem the communication skill refers to carrying on all time communication with employees, provide facilities and ways as if employees can easily communication and talk about their problems with relevant persons in organizations, and thus, through practicing active listening and communication skills coming up with solutions to this problem.

Strict application of organizational policies and regulations: It should be taken care of that employees are not violating organizational rules, regulations and policies. This can be ensured through strict application of organizational policies and regulations. Thus, interpersonal conflict can also be solved.

Evaluation

Interpersonal conflict can be solved through talking the problem out, planning or thinking it out, working on communication skills, applying organizational policies and regulations strictly, and showing empathy or sympathy towards each other or one another. These are the possible solutions to interpersonal conflict problem. Now, in the light of Grid analysis the solutions are-

Alternatives	Description	Total
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		weighted score
Talking it out	Talking with employees about the problem, its solutions and gathering information about the problem and solving it.	4
Planning or thinking it out	Coming up with plans, analyzing the problem, its reasons, the plans, and action steps and thus, solving the problem.	3
Working on communication skills	Ensuring effective ways of communication, letting employees to express their problems and solutions to these	7
Strict application of organizational rules and regulations	Making it compulsory for all employees to comply with the organizational rules and regulations and in violation keeping conditions or options for punishment	9
Showing sympathy or empathy	Everybody should practice patience, showing sympathy to one another, co-operating one another, and collaborating in carrying out responsibilities (Schulman and Killian, 2011)	5
The best solution	From the analysis above, it is found that strict application of organizational rules and regulations has the highest score. Therefore, it is the best alternative to solve interpersonal conflict.	

The weight score has been counted at the rate of 10. Which solution has the most score, has been considered as the best.

Plan for implementing solution, monitoring and review process/ system

For applying organizational rules and regulations there need some actions which will be undertaken by organizations. These steps or actions together can be called plan for implementing the solution. Some steps or actions for implementing the alternative are as follows-

Goal/s: Strict application of organizational rules and regulations that will result in solving interpersonal conflict.

Actions or functions: Several actions or steps should be taken such as- firstly, setting standards, shaping or determining organizational policies and regulations; letting employees know about the standards, regulations and policies through leaflets, billboards, seminars, job description and other ways relevant; and monitoring the application of policies and regulations.

Time and cost: Total one year is required for applying this solution and being successful. It will take \$ 3000 and time from January 1, 2022 to December 31st 2022.

Responsible individuals: Management, and HRM department

Success criteria: Checking or monitoring either the plan has been executed within the provided budget and time or not. Moreover, monitoring the changes has taken place in the behavior of employees as well as in organizations or outcomes evaluation of the solution. If the solution can meet these criteria, it can be said that the plan is successful.

Conclusion

Interpersonal conflict is one of the oldest organizational and work-based problems. Where there is human being there will have conflicts. Therefore, in order to solve interpersonal conflict strict application of organizational rules and regulations or policies is the best solution. No other solution can solve the problem in the ways it can.

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